

**NATIONAL GALLERY OF ART  
PERFORMANCE PLAN  
FY 2011**

The Performance Plan for the National Gallery of Art reflects FY 2011 funding levels including: (1) the cost of living increase for employees; (2) increased funding for chilled water, steam, and natural gas costs; (3) increased funding for facilities repairs, maintenance and supplies and other necessary program changes, (4) increased funding for stone repairs to the East Building façade; and (5) increased funding for the Gallery's ongoing renovations projects. The FY 2011 Performance Plan will be used by management to make strategic decisions and as a tool to assess performance in several important areas. The key performance goals and management initiatives reflect the Gallery's mission and have been developed to enhance the administration and operation of the National Gallery of Art.

**KEY PERFORMANCE GOALS AND MANAGEMENT INITIATIVES**

- **Provide the public with continuing and increased access to the Gallery's collection and educational materials**

The National Gallery of Art is defined by the high quality of its collection and educational programs, which are at the core of its mission. The Gallery's national role as an educational institution includes major initiatives such as: 1) organizing and presenting a comprehensive program of special exhibitions focusing on master works of art from all cultures and periods; 2) an extensive program of tours, lectures, and family programs; 3) the Gallery's web site; 4) a national summer Teacher Institute; and 5) education extension programs. A key goal is the continued ability to deliver these critical educational programs in order to support the Gallery's mission. The Gallery's performance as a national institution of the highest quality is dependent upon adequate funding of its programs and the staff to develop and administer them. The number and variety of these programs and their attendance will measure performance.

- **Perform repairs to the East Building facade**

A request to continue the repair the National Gallery's East Building facade is included in the FY 2011 budget request. As first discovered in 2005, the large stone veneer panels on the East Building exterior began tilting at the top, and in some extreme cases had been displaced over one inch. The Gallery hired a forensic structural engineer to investigate the cause. The investigation concluded that the Gallery must undertake remedial repair work as soon as possible to replace the supports for 16,200 panels that cover the East Building exterior. The Gallery's FY 2010 budget includes \$40,000,000 to develop construction documents and begin construction on this project. The FY 2011 budget request includes additional funding necessary to complete the repair of the façade by FY 2013 as planned.

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- **Address the backlog of deferred maintenance**

The National Gallery of Art is committed to maintaining its buildings, equipment and grounds in excellent condition. The Master Facilities Plan (MFP), developed in 1997, identified all crucial repair, restoration and renovation projects and created a phased approach to complete them. The most critical projects were begun in 1999. The phased plan of the MFP achieves cost efficiencies and reduces disruptions to ongoing Gallery public programs and operations.

Coincident with the repair, restoration and renovation activity of the MFP is the crucial need to sustain the Gallery's buildings and equipment at a high level of performance. The facilities maintenance program at the Gallery focuses on a solid preventative maintenance initiative and the maintenance of the complex systems and operations necessary for the Gallery to function efficiently as an art museum open daily to the public. The West Building is 69 years old and has reached an age where the building, its systems and components have exceeded their useful life and significant repair and refurbishment is required.

The East Building, now 32 years old, is already reaching the point where significant refurbishment is required due to the nature of its design and construction. The success of this initiative will be measured against the goals of providing optimum operational effectiveness and efficiency.

- **Advance the Gallery's Information Technology (IT) Strategic Plan**

The improvement and replacement of the National Gallery of Art's IT infrastructure, as well as the mission critical art care, administrative and financial management systems, advances one of the Gallery's long-term strategies. The Gallery's IT Strategic Plan, updated annually, identifies numerous initiatives to support the Gallery's mission of serving the American people. The IT Strategic Plan identifies the following initiatives: 1) institute a Gallery-wide IT governance; 2) provide a robust, reliable, available, and secure IT infrastructure; 3) modernize the critical art care IT systems; 4) modernize the critical IT administrative systems, including the security and financial management systems; and 5) maintain and improve the offerings on the web site to ensure its continued responsiveness to the public, employees, and government agencies. The success of this initiative will be measured against the goal of supporting the Gallery's IT strategy.

- **Maintain the Gallery's security readiness**

The National Gallery of Art must protect its landmark buildings and grounds, its irreplaceable art collection, the staff, and the millions of visitors it welcomes each year. In light of the Gallery's valuable collection and buildings and its stature in Washington and in the international art museum community, a vulnerability assessment and threat analysis identified numerous initiatives for systems, equipment, and procedures. Following the terrorist attacks of September 11, 2001, and numerous Code Orange alerts, security at the Gallery is significantly heightened.

The Gallery's anti-terrorism plan has two main components: to enhance the physical security and to upgrade the electronic security systems and programs, all designed for emergency preparedness and response and to protect the Gallery's infrastructure

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and key assets. The Gallery's prominent location on the National Mall at the foot of the Capitol adds even greater urgency to the need to harden security measures against a wide range of means and methods of possible attack. The success of this initiative will be measured against the goals cited in the anti-terrorism plan.

These key performance goals and management initiatives support the mission of the National Gallery of Art which is to serve the country by preserving, collecting, exhibiting, interpreting and encouraging the understanding by the American public of original, great works of art.

The Gallery's challenge is fourfold:

- (1) to protect the valuable collection and the national/international loans entrusted to the Gallery's care for the edification and enjoyment of the American public;
- (2) to maintain the two landmark buildings and Sculpture Garden that were built for the Gallery with private funds and given to the nation; and all grounds now or hereafter appurtenant thereto;
- (3) to provide the public with increased and continuing access to the Gallery's collection and educational materials; and
- (4) to educate the public using established teaching methods as well as the newest technological advances.

The following performance goals and measures are directly related to the "Specific Goals and Strategies" outlined in the National Gallery's Strategic Plan. These goals assume ongoing federal support for existing programs.

### **CARE AND UTILIZATION OF ART COLLECTIONS**

In FY 2011, net budget decreases requested for the Art Care function total \$1,241,000, including an increase for employee pay and benefits - \$281,000; increase for transportation costs - \$66,000, net decrease for other services - \$1,376,000, net decrease for supplies - \$192,000, and a decrease in information technology equipment - \$20,000.

#### **1. Display and Interpretation of Works of Art Belonging to the Gallery and on Loan**

**Performance Goals:** Present the National Gallery's collection and special exhibitions using the highest standards of display, lighting, and signage, and to encourage visitation by the widest audience.

**Performance Measures:** Daily West Building, East Building, and Sculpture Garden visitor counts performed by NGA security guards will comprise the performance measures for FY 2011.

Visitor Counts: (4,500,000 visitors = 5-year average)

- (a) Minimally Acceptable: Yearly attendance at 4.0 million visitors.
- (b) Successful: Yearly attendance at 4.25 million visitors and above.

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### **2. Special Exhibitions**

**Performance Goals:** Offer visitors the widest range of visual experience through a schedule of special exhibitions that are organized and presented by the Gallery to augment existing strengths in the collection and to provide the opportunity to focus on material of exceptional merit from other cultures and periods.

**Performance Measures:** Organization and presentation of between ten and fifteen special exhibitions will comprise the performance measure for FY 2011.

Number of Special Exhibitions Held Each Year: (14 = 3-year average)

(a) Minimally Acceptable: ten annually.

(b) Successful: twelve annually.

### **3. Education Programs**

**Performance Goals:** Provide increased and continued access to the Gallery's collection and educational materials.

**Performance Measures:** Gallery web site visits; adult and student tours; viewer statistics for extension program material; the Teacher Institute program; and usage statistics for Library services will comprise the performance measures for FY 2011.

(a) National Gallery Web Site: (49,900 visitors per day, 3-year average)

(1) Minimally Acceptable: 35,000 visitors per day

(2) Successful: 45,000 visitors per day.

(b) Adult Tours: (3,525 tours annually; 50,300 attendees annually = 3-year average)

(1) Minimally acceptable: 2,400 tours annually; 35,000 attendees annually.

(2) Successful: 3,100 tours annually; 45,000 attendees annually.

(c) Student Programs: (1,900 programs annually; 24,500 attendees annually = 3-year average)

(1) Minimally Acceptable: 1,300 programs annually; 17,000 attendees annually.

(2) Successful: 1,700 programs annually; 22,000 attendees annually.

(d) Family Programs: (107 programs annually; 16,700 attendees annually = 3-year average.)

(1) Minimally Acceptable: 80 programs annually; 12,000 attendees annually.

(2) Successful: 100 programs annually; 15,000 attendees annually.

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(e) Education Resources Extension Programs: (132,140 showings annually; 24 million audiences annually = 3-year average).

(1) Minimally Acceptable: 91,000 showings annually; 17 million audiences annually.

(2) Successful: 117,000 showings annually; 22 million audiences annually.

(f) Teacher Institute Program: (90% of attendees rated the programs "Superior" = 3-year average: Attendee evaluations rated as Below Average, Average, Above Average and Superior).

(1) Minimally Acceptable: 75% of attendees rate program Above Average.

(2) Successful: 75% of attendees rate program Superior.

(g) Library References Provided to the General Public: (22,900 questions annually = 3-year average.)

(1) Minimally Acceptable: 16,000 questions annually.

(2) Successful: 21,000 questions annually.

#### **4. Conservation**

**Performance Goals:** Maintain an active program of conservation and protection of the Gallery's collection including art displayed in the Sculpture Garden.

**Performance Measures:** Statistics covering the number of works of art treated and/or examined by the National Gallery's Conservation Division including paintings, sculpture, works on paper, frames, and textiles will comprise the performance measures for FY 2011.

Conservation Treatments: (10,100 treatments/examinations = 3-year average)

(a) Minimally Acceptable: 7,100 treatments annually.

(b) Successful: 9,100 or more treatments annually.

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### **OPERATIONS AND MAINTENANCE OF BUILDINGS AND GROUNDS, INCLUDING REPAIR, RESTORATION AND RENOVATION OF BUILDINGS**

FY 2011 budget increases requested for the Operations and Maintenance function total \$3,472,000 as follows: increases for employee pay and benefits - \$418,000; increases for equipment rental, chilled water, steam and natural gas - \$1,554,000; increases for other services - \$1,565,000, and a net decrease of \$65,000 for equipment.

The FY 2011 budget request for the Repair, Restoration and Renovation of Buildings account reflects a net decrease of \$8,038,000 as follows: increases for exterior stone repairs to the National Gallery's East Building facade - \$2,250,000; net decreases for Master Facilities Plan projects - \$10,788,000; and increases for ongoing renovation projects - \$500,000.

#### **1. East Building Stone Repairs (EBSR)**

**Performance Goals:** Manage the stone repairs to the East Building so that they proceed on schedule and on budget.

**Performance Measures:** Performance will be determined by the extent to which the stone repairs are on schedule and on budget.

(a) EBSR Planned Completion Date: The planned completion date for the EBSR project is September 30, 2013.

(1) Minimally Acceptable: An updated EBSR construction plan shows that the planned construction completion date is no later than December 31, 2013.

(2) Successful: An updated EBSR construction plan shows that the project will be completed by September 30, 2013.

(b) EBSR Construction Completion Percentage: The Gallery expects that 33% of the total projected EBSR construction costs (consisting of costs incurred to date plus anticipated costs to complete) will be incurred by the end of FY 2011.

(1) Minimally Acceptable: 25% of the total projected EBSR construction costs will be completed by the end of FY 2011.

(2) Successful: 30% of the total projected EBSR construction costs will be completed by the end of FY 2011.

(c) EBSR Construction Cost Overrun Percentage: EBSR construction costs are budgeted at \$85 million.

(1) Minimally Acceptable: Total projected EBSR construction costs (incurred to date plus anticipated costs to complete) are projected to be no more than 5% over budget.

(2) Successful: Total projected EBSR construction costs (incurred to date plus anticipated costs to complete) are projected to be on or under budget.

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### **2. Master Facilities Plan (MFP)**

**Performance Goals:** Manage the MFP so that significant facilities repairs and replacements projects proceed on schedule and on budget.

**Performance Measures:** Performance will be determined by the extent to which significant projects within the MFP Program are on schedule and on budget.

#### MFP:

##### (1) Minimally Acceptable:

- 56% of costs for the East Building and Connecting Link Master Facilities Plan Update will be completed by the end of FY 2011;
- 38% of costs for West Building Exterior Repairs Design will be completed by the end of FY 2011.

##### (2) Successful:

- 68% of costs for the East Building and Connecting Link Master Facilities Plan Update will be completed by the end of FY 2011;
- 45% of costs for West Building Exterior Repairs Design will be completed by the end of FY 2011.

### **3. Facilities Maintenance**

**Performance Goal:** Maintain the physical condition of the East and West Buildings to the highest standard.

**Performance Measures:** Performance will be measured by a numerical rating of the physical condition of each building, as well as measuring the extent of deferred maintenance for each building.

(a) Appearance Index: maintain a minimum standard of appearance based on the APPA (Association of Higher Education Facilities Officers) scale of appearance standards.

(1) Minimally Acceptable and Successful: Achieve an APPA minimal index of 2 (Ordinary Tidiness) based on weekly inspections.

(b) Facility Condition Index (FCI) An industry benchmark; equals the sum of the total deferred maintenance costs plus the capital renewal costs, expressed as a percentage of the current replacement value of the building<sup>1</sup>.

(1) Minimally Acceptable: FCI of no more than 15%.

(2) Successful: FCI of no more than 5%.

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<sup>1</sup> Current Replacement Value is defined by the Federal Real Property Council as the cost of replacing the existing facility at today's standards, including adjustments for location, inflation, and overhead factors.

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(c) Deferred Maintenance Backlog: measures the change in the deferred maintenance backlog.

- (1) Minimally Acceptable: The deferred maintenance backlog decreases by less than 3% during the year.
- (2) Successful: The deferred maintenance backlog decreases by at least 3% during the year.

### **PROTECTION OF BUILDINGS, GROUNDS, CONTENTS, STAFF AND VISITORS**

FY 2011 budget increases requested for the Protection Services function total \$628,000 for employee pay and benefits.

**Performance Goal:** Enhance Gallery security by issuing Personnel Identity Verification (PIV) cards as required by HSPD 12, to all Gallery staff and contractors by September 30, 2011.

**Performance Measures:** Performance will be measured by the percentage of Gallery staff and contractors receiving PIV cards by September 30, 2011.

#### Number of PIV Cards Issued:

- (1) Minimally Acceptable: 75% of Gallery staff and contractors receive PIV cards by September 30, 2011.
- (2) Successful: 95% of Gallery staff and contractors receive PIV cards by September 30, 2011.

### **GENERAL ADMINISTRATION INCLUDING INFORMATION TECHNOLOGY**

FY 2011 budget increases requested for the General Administration function total \$974,000 and consist of an increase of \$800,000 for pay and benefits; increases in other services - \$164,000; and an increase of \$10,000 for supplies and materials.

**Performance Goals:** Improve and replace the aging Information Technology (IT) infrastructure, including the mission critical art care and administrative systems.

**Performance Measures:** Performance will be measured against goals set for FY 2011 to address the numerous initiatives identified in the Gallery's IT Strategic Plan.

#### Advance the Gallery's IT Strategic Plan:

- (a) Minimally Acceptable: Continue to implement the IT Strategic Plan initiatives.
- (b) Successful: Complete 100% of the goals set in FY 2011.